

The Influence Of Clan Organizational Culture On Organizational Commitment At Pt. Bank Sumut

Fahira Dwianti Siregar, Vivi Gusrini Rahmadani Pohan, Eka Danta Jaya Ginting

Department of Industrial & Organizational Psychology

Faculty of Psychology University of Sumatera Utara,

Medan, Indonesia



Abstract – Covid-19 caused many companies to experience a bad impact. Therefore the company must have changes in order to maintain the company to exist. Employee readiness to change is needed so that change can go well, but to increase employee readiness to change there are several factors, one of which is the clan's organizational culture. This study was conducted to see whether there is an influence of clan organizational culture on the readiness to change employees of PT. Bank Sumut all branches in Medan. This study was conducted using 203 subjects which is all the population, and using a Likert scale to collect data. The measuring instrument used to measure clan organizational culture is based on Cameron and Quinn's theory. Meanwhile, to measure organizational commitment, this study used the organizational commitment questionnaire (OCQ) measuring instrument developed by Mowday, Steers, and Porter. OCQ has been adapted into Indonesian and then translated again into English. The results obtained through this study are that there is a positive and significant influence of clan organizational culture on organizational commitment. This means that the higher the positive perception of the clan's organizational culture, the higher the level of organizational commitment. The clan's organizational culture has an influence of 22.3% on organizational commitment.

Keywords – Clan Organizational Culture; Organizational Commitment

I. INTRODUCTION

Covid-19 has had quite a big impact on all sectors, including education, the economy, and so on. Many organizations lay off employees, and some of the employees are laid off without getting a salary. This is due to the lack of organizational financial liquidity and also the burden of labor costs. Changes in the organization should also be something that must be done not as a form of choice but as an obligation in order to survive to face the challenges and changing times that are constantly occurring [1].

Change can take place well if the company's management has a good planning strategy, a supportive work culture and high organizational commitment to employees. Employees with a commitment to the organization will see themselves as dedicated members of the organization, so they will make efforts to provide positive things that will increase organizational productivity and will ignore the little things that hinder job satisfaction [2].

The success of the changes that have been planned is influenced by various factors, it can be through internal factors from within humans, and external factors. External factors such as the role of leaders, organizational climate and culture, perceptions of organizational support and so on. The existence of commitment, support for organizational culture, and the capacity to make changes are factors that can make individuals and organizations ready to face change [3]. The industry that has a

clan organizational culture type is usually the banking industry. Clan organizational culture has sensitivity and concern for customers, and prioritizes participation and teamwork in organizational success [4]

Through the clan organizational culture of PT. Bank Sumut is able to make the organizational environment the most comfortable place for members of the organization, so that they are more open in facing obstacles and problems, helping each other, followed by leaders who are ready to help and give direction to members of the organization to create behavior that supports marketing organizational goals, so that the organization will still be able to adapt to the external environment that occurs. Therefore, through the explanation and explanation above, it can be seen that the clan's organizational culture influences organizational commitment, so that with organizational commitment, employees will be willing to do things to achieve organizational goals, including making changes.

Based on the explanation above, the focus of the problem in this study is to find out and test how much influence the clan's organizational culture has on the organizational commitment of employees of PT. Bank Sumut all branch offices in Medan.

II. LITERATURE REVIEW

A. Clan Organizational Culture

Cameron and Quinn describes clan culture is a culture that places the organizational environment as a friendly, family-like place where members of the organization have an attitude of sharing themselves. Leaders are considered as mentors or coaches. There is loyalty and also high commitment from members of the organization [4]

B. Organizational Commitment

Mowday, Steers, and Porter describes Organizational commitment is all strength that comes from individual identification, as well as all forms of individual participation for the organization, including by involving belief, support for organizational values and goals, and also willing to exert all efforts on himself to achieve and realize the interests of the organization and also have a desire to maintain the integrity of membership in the organization [5]

There are several aspects of organizational commitment based on Mowday, Steers and Porter[5] : a. Identification The identification aspect refers to the great trust and acceptance of organizational members of the goals and values contained in the organization. Identification will shape employee confidence in the organization, and can be realized by planning organizational goals by taking into account or aligning several goals, needs, and personal desires of members of the organization. This can build more support from members of the organization with the organization, and they will voluntarily make efforts to achieve organizational goals, because indirectly they will also fulfill their personal needs. b. Involvement This aspect refers to the willingness of employees to exert considerable effort on behalf of the organization. There is an active relationship between employees and the organization such as the desire to give something to the organization for the benefit of the organization's welfare. There is a form of action in realizing the desire to contribute to the organization. c. Loyalty This aspect refers to the strong desire of employees to maintain membership in the organization. Employees who have high organizational commitment will display loyalty to the organization.

III. METHOD

In this research, the data analysis method used is the quantitative method and used simple regression analysis method. Likert scale to measure the clan's organizational culture and organizational commitment. The scale consists of favorable and unfavorable items. Each statement contains five answer choices, Strongly Agree (SA), Agree (A), Less Agree (LA), Disagree (D), Strongly Disagree (SD).

In this study, the clan organizational culture measurement scale based on Cameron and Quinn's theory[4], which is dominant characteristics, organizational leadership, management of employees, organization glue, strategic emphases, and criteria of success. While the organizational commitment scale used the measurement model of Mowday, Steers, and Porter [5] the organizational commitment questionnaire (OCQ) which was modified and translated into Indonesian, then translated back into English.

The population in this research is the permanent employees of all branch offices of PT. Bank Sumut located in Medan, Indonesia. The population in this study amounted to 203 people. All members of the population will be used as research subjects.

IV. RESULTS

Table I. Regression Analysis Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1842.574	1	1842.574	57.696	.000 ^b
	Residual	6419.062	201	31.936		
	Total	8261.635	202			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Clan Organizational Culture

Based on the results in the ANOVA table above, it can be seen that the p value <0.05, which is equal to 0.000, it can be concluded that the clan's organizational culture has a significant influence on organizational commitment. So that the main hypothesis in this study is accepted, there is a positive influence of clan organizational culture on organizational commitment.

Table II. Results of The Determination Test R

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.472 ^a	.223	.219	5.651

a. Predictors: (Constant), Clan Organizational Culture

Based on the table above, the correlation coefficient (R) is 0.472, so it can be concluded that the influence of clan organizational culture on organizational commitment is strong. The determinant value of R Square (R²) is 0.223 or 22.3%. It can be concluded that the clan's organizational culture has an influence of 22.3% on organizational commitment and the remaining 77.7% is influenced by other factors not examined in this study.

V. DISCUSSION

The results obtained through this study are that there is a positive and significant influence of clan organizational culture on organizational commitment. This means that the higher the positive perception of the clan's organizational culture, the higher the level of organizational commitment.

Many assume that clan culture can form a good work environment for building teamwork, organizational development, and can also increase engagement, organizational commitment, and employee loyalty [6]. Tradition, loyalty, individual commitment, teamwork, self-management and social influence are attributes of clan culture. Employees' long-term commitment to the organization occurs if the organization can provide commitments to employees, such as employee safety [2]. Through a family environment, it will provide comfort for employees to carry out development, and clan organizational culture has more focus on developing its employees so that this is also a factor that causes high employee organizational commitment.

In organizational culture, clan employees are seen as family members, which can make employees feel more comfortable in it and can develop a sense of belonging to the company. So that in the process they can develop a strong bond of commitment with the company. Organizational culture also plays an important role in shaping the attitudes and behavior of employees in the company. The characteristics of the dominant organizational culture such as values and norms greatly influence organizational commitment [7].

VI. CONCLUSION

Based on data analysis, the conclusion that can be drawn is that the organizational culture of the clan contributes 22.3% in increasing organizational commitment to employees of PT. Bank Sumut Medan City Branch Office, and the remaining 77.7%

is influenced by other factors. This means, the higher the employee's positive perception of the clan's organizational culture, the higher the employee's organizational commitment

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